

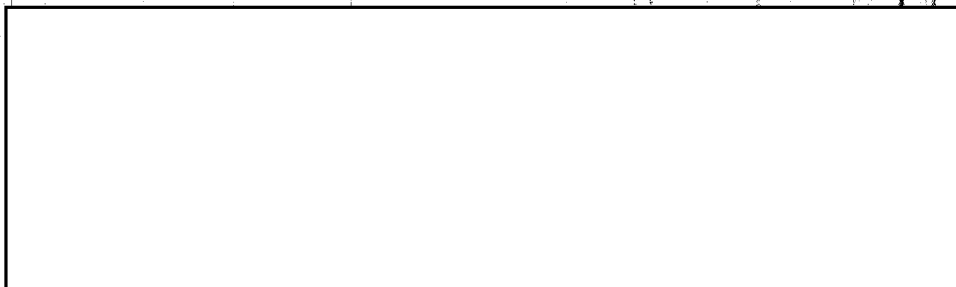
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25 January 1962

First Meeting of Intelligence Collection Guidance  
Working Group 19 January 1962

1. The first meeting of the Intelligence Collection Guidance Working Group, established by CRAG 3/3-61, 29 December 1961, was held Friday, 19 January 1962. Those attending were:

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2. The objectives of the first meeting were outlined as follows:

A. Determine what guidance is being received and how adequate from (1) CIA, (2) Other?

B. What guidance are CIA offices providing?

C. Who uses it?

D. What results are being obtained?

E. Is there any duplication?

(1) Within CIA?

(2) Within USIB?

F. What more do collectors wish in the way of guidance?

G. What forms of guidance do consumers feel collectors should be prepared to absorb and use?

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3. After some discussion of terminology, including attempts to draw a line of demarkation between requirements and guidance, and a suggestion that the consideration of this Working Group be limited to "guidance" as strictly defined, excluding "requirements", despite the fact that they be guidance, the Chairman requested, initially at least, the broadest possible approach to the problem. He requested that those present think in terms of starting from scratch and considering what guidance collectors might demand or should be given in order for them to produce optimum results for the consumers. It was felt that the semantical question of the difference between calling something a "requirement" and thereby accountable and terming it "guidance" and thereby more instructional or informational will eventually have to be belabored with the DIA and for the time being at least could be left alone within CIA.

4. In essence, those present considered the forms of guidance presently received from OCI, ORR and OSI to be good and helpful. The "guide", "general", or "gap" type of requirements are useful in identifying areas of interest, relating them to priority national intelligence objectives and giving adequate background as to where and how to approach the broad collection problem. The OSI Scientific Intelligence Collection Aids (SICA's) are extremely useful to DD/P. Such specific collection aids as the LINCOLN Manual are most valuable. The large family of other miscellaneous manuals and hand books serve too useful a purpose to be dropped.

5. In discussing the latter it was observed that we may not have wide or continuous use but when collectors (these could be contact specialists in OO and would most likely be requirements officers in DD/P) need technical background these manuals prove to be most useful. The speculation was that if they did not exist it would be necessary to go to analysts for this type of advice. Obviously, for this to be broad, comprehensive and objective it would require fairly frequent visits to quite a number of analysts. It was felt, therefore, that the production of a single manual was not only useful and handy to collectors but in the long run would save analysts a considerable amount of time and effort. At this point it should be noted that although we tried to confine ourselves to the problems within CIA, it was not possible to avoid noting that a great many of the manuals under discussion are produced by the services and also to note that they may have even greater usefulness among, for instance, such collectors as military attaches.

6. The Chairman was inclined to feel that, although all those present were ninety-nine and forty-four one hundredths percent laudatory

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of the guidance provided and felt little troubled about any possible duplication of effort, this feeling of peaceful coexistence within CIA might not stand up so well when the picture is complicated by including DIA. OO noted, for instance, that it received 45 different ~~types of~~ <sup>guides</sup> ~~guidance~~. This might argue that over the years it has achieved a high degree of skill in absorbing some and disregarding the rest rather than that all 45 ~~types~~ are useful and desirable. DD/P admitted that many of the guides are unsuitable for direct field use but stated that from the Headquarters standpoint they are most useful in presenting to DD/P a perspective of the type of collection needed. This might well be true among requirements officers but not equally helpful to a great number of desk officers responsible for scientific case officers. Finally, the Chairman felt that true candor would have led collectors to admit that there are perhaps too many types of guidance which are more in the nature of statements of interest and in which, in the last analysis the interest is limited. Parenthetically: This whole question of guidance is inextricably interwoven with the question of the optimum use of collection assets, many of which are actually only suited to collection on lower priority subjects. At some point a judgement will have to be made as to whether these assets will exist, willy nilly and should therefore be tasked or whether it is possible to do without them and consequently without certain types of information.

7. The second meeting of the Working Group was scheduled for Friday, 26 January, and will be devoted to a much more candid critique of guidance being received by the collectors. DD/P and OO were asked to think in terms of starting from scratch, from the Priority National Intelligence Objectives and in the case of DD/P perhaps also the IPC List. With this as their only guidance DD/P would then consult its divisions and OO its field offices as to precisely what it would like to have from the consumers in order to develop the needed information. These two collectors were asked at this point to consider all guidance, not just that received from within CIA. It is expected that in some instances demands may be incompatible but in every instance it will be carefully considered if it favors the guidance of some agency other than CIA.

8. The consensus of the Working Group is that questions of duplication and confusing guidance will only become truly manifest when we start dealing with DIA. Therefore at this time, it is more essential to look critically at the entire scope of our guidance and listen to what

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collectors have to say about that received outside than to attempt a total solution of any internal problems as a preliminary. The latter might be unnecessarily time consuming while the former, a thorough comprehension of problems, provides an essentially sound base for further exploration of the problem within the USIB area.


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Chairman  
ICG Working Group

Distribution:

- 1 - each ICG Working Group Member
- 3 - Staff/SI

OSI:Staff:  rh/6516 (24 Jan 62)

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Review of ORR and OSI Guidance to Collectors

The following ORR and OSI general guidance documents were reviewed to determine the extent of duplication between the two Offices in their guidance to collectors and to explore the possibility of developing a uniform format for use by both Offices in guidance publications.

ORR

1. Gaps in Information
2. Intelligence Collection Guides

OSI

1. General Requirements
2. Scientific Intelligence Collection Aids
3. Scientific Intelligence Research Aids

No significant examples of actual duplication were found. Common interest exists in many substantive areas such as nuclear energy, missiles, computers, gravimetry, plastics and synthetics, education, agriculture, etc.; but with only minor exceptions, it is possible to distinguish between the basic scientific and research aspects that are the interest of OSI and the production and logistics aspects that are the interest of ORR. Because of time considerations, no attempt was made to consult collectors during this review; however, ORR and OSI would appreciate comment from collectors who have noticed duplication. Pending such comment, both Offices feel that duplication where it does exist is minor and represents a much less significant problem than the duplication that exists between a CIA office and a DIA office as, for instance, between OSI or ORR and the Air Force.

The format of ORR and OSI guidance publications is quite similar. OSI General Requirements are prepared on ditto and forwarded to collectors under Form 986; ORR Gaps in Information are prepared on multilith and are forwarded to collectors under Form 986 (OO and DOP have found it convenient to package the Gaps in Information in loose-leaf folders by country groups). Both the General Requirements and the Gaps present background information, a statement of present level of intelligence knowledge, some targeting information, and a series of questions indicating principal intelligence needs. The ORR Intelligence Collection Guide and the OSI SIPA both are published as finished hard-copy productions and both publications discuss their subjects in considerably more detail.

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**Review of ORR and OSI Guidance to Collectors**

than do the General Requirements and the Gaps in Information. In a sense, the Intelligence Collection Guide and the SIRA supplement the General Requirement and the Gap.

The OSI SICA does not have a counterpart in a formal ORR publication. ORR has, in individual instances, provided collectors with personality leads developed as they are in the SICA, but does not produce compilations in this field.

OSI and ORR publications, of course, are not completely alike; the SIRA and the Intelligence Collection Guide, for example, differ in that the Guide contains requirement questions and the SIRA does not. However, most of the differences that do exist are superficial, and the two Offices agree that uniform guidance formats are certainly within reach.

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